

T H E C A N A D I A N

personnel
& industrial relations

J O U R N A L

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Fourth
Quarter

October, 1960

Management and Labor —
Is There a Sound Barrier?

John Windebank

Human Relations Research
and Personnel People

Noel A. Hall, Ph.D.

Seniority and Ability

An Industrial Relations Man

Birth of a Federation

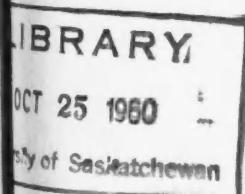
E. R. Barrett

Consumers' Gas Proves You Can
Teach "Old Dogs" New Tricks

R. M. Shaw

Who the Hell Cares?
A Searching Look at
Company Magazines

A. G. Wynne Field



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J O U R N A L

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FOR
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A Working Personnel Man Looks at Professionalism

by *C. W. Walker*

After reading the article "Is Training a Profession?" written by Gordon L. Lippitt and Leslie This, which appeared recently in the Journal of the American Society of Training Directors, I am sorely tempted to lapse into a vulgarism and exclaim "professionalism! — smofessionalism!"

Everybody and his brother these days wants to attain professional status but with, of course, a proviso.

C. W. WALKER

Since 1957 C. W. (Bill) Walker has been responsible for the management of personnel activity of H. K. Porter Company (Canada) Limited three divisions, Diston, Federal Wire & Cable, and Refractories.

Bill is a regional director of The Federation of Canadian Personnel Associations, a past chairman of the Industrial Relations Committee of the Canadian Electrical Manufacturers' Association, past chairman of the Industrial Accident Prevention Associations, and original chairman of the Personnel Association of Guelph.

Bill was born at Sault Ste. Marie, 15 miles west of Echo Bay, Ontario. He served five and a half years in World War II as administrative officer of the Royal Canadian Army Pay Corps and retired with the rank of Major.

Needless to say, these are Bill's own opinions on the matter of professionalism.

To gain such recognition one must not be required to do more than his day-to-day chores. We can't take on any additional responsibility, etc., etc. Many so-called training experts that I have had the qualified misfortune to encounter approached me as a possible client or customer in an aura portending the deity, dedicated followers of Socrates, tellers not teachers.

I commend Gordon Lippitt and Leslie This. Their article possibly has annoyed some aspirants to professionalism in the training field, but if they had written nothing but the last paragraph, I would say that their efforts earned an "A" plus. I must quote in part:

"Out of our huddling together, mumbling training ritualistic lingo in one another's ears, and stoutly maintaining a blunt tone 'We are a profession', must come some beginnings, some actions, some planned charting, that will advance our efforts to professional status."

That's what we need — some beginnings, some actions, some planned charting that will lead us into a position of greater responsibility in our organization.

I think Federation is part of this beginning and that is one of the reasons I am devoting so much effort to it in Western Ontario. But my goal is greater opportunity and more responsibility for personnel people; I'm not concerned about professional status.

I am not naive to the point of



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thinking that this urge for professionalism is limited only to training personnel. How often we have heard such pleas for recognition from personnel, industrial relations, time study, so-called industrial engineers or management, salary administrators, accounting in all phases of its special fields, and many others with management responsibilities no matter how remote. I think we must pause momentarily and realize that if all professional aspirants were to achieve such recognition, we would, to coin a phrase, have more chiefs than Indians. Then some smart Johnnie would start a move for a form of recognition to outstrip, out-class and outrank the professional.

Much of this craving for status, I believe, is a carry-over from our service days when each of us carried a form of badge or stripe to denote position or rank. Let us relegate this desire for outward recognition and content ourselves with a sincere realization that recognition comes with achievement, and so strive diligently in our efforts that we can say at the end of the day to ourselves in all truth and sincerity, "We have done a good day's work."

Rewards far outstripping rank or status come from within oneself in the realization that our contribution, whether by teaching, communicating, organizing, controlling or assist-

ing, is a worthwhile adjunct to this thing called management.

CRYSTAL-GAZING

A number of personnel men have recently been working on projections of present trends to see where their work will have changed as we turn into the 70's.

In some cases it has been part of a management look into the future; in others it has been the case of an energetic man preparing for the future.

You will be interested in Ev. Litt's look into the future for Heinz in a later issue.

We see where Jack C. Werner, New York's textile management consultant told a textile seminar at Queen's that "the central personnel problem of the next decade is top management itself — its vision, its leadership, its motivation, its value and competence."

He prophesied that the expense of automated production would tend to put an increasing burden upon management.

"The manager of the 60's will have to be selected, trained and motivated so as to lead his company with a minimum of costly errors."

Personnel management, often "confined to the feeding and care of the lower echelon" would have to cover executives too, he said.



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THE GULLIBILITY OF PERSONNEL MANAGERS

The unwary personnel manager may easily be sold poor personnel technique by some of the less reputable psychological consultants. An example of how fake techniques may be shown by their sellers to be reliable and worth installing was given recently.

At a conference of personnel managers at the University of Illinois one of these dubious personality reports was prepared for each delegate on the basis of his scores on a published inventory. Then faked analyses of personality traits were prepared. These were derived mostly from dream books and astrology charts and the report was identical for all the participants.

These faked analyses were regarded by fifty percent of the group as being "amazingly accurate" and by the remainder it was considered to be "rather good" or "half and half".

The analyses were so generalized as to be practically true of all persons.

LET'S HELP MAKE WINTER WORK

We hear a lot of talk among personnel men these days about what

they can do to contribute toward Canada's winter work program. This is a national problem and it is, of course, up to every one of us to make our contribution toward solving it.

One personnel man told me that he is making arrangements with his production department to step up training programs during slack times.

Many personnel and industrial relations men sit in on top level management planning, and therefore have an opportunity to contribute to management's thinking, and they are seeking to find ways in which their department can help their company maintain employment.

PORTENTOUS PROSE

The American Management Association put out a beautiful piece of literature promoting its Fall Personnel Conference, September 26 to 28, and the sessions sound tremendously interesting. I was amused, however, to read the statement with which they opened their promotional piece. It reminded me of Alf Landon's famous statement: "Everywhere I go in America I find Americans".

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The AMA statement burdened with portent was this:

"Today everyone agrees that people are among a company's most important assets".

The rest of the story was pretty banal too. It could have been picked up from a piece produced 20 years ago. This is the way it read:

"But how large a role should personnel management be assigned in the effort to capitalize on this asset?

"This question lies at the heart of a major controversy among today's top management teams. Their conclusions will be decisive — and may determine for a long time to come the function of personnel, industrial relations and employee relations executives.

"Will their jobs expand and take on added new dimensions? Or will they relinquish some of their present responsibilities and fulfill a minor "hiring and firing" role for management?"

Man, that's the question

THE BACHMAN ARTICLE

Harold J. Clawson, vice-president of The Steel Company of Canada Limited, Hamilton, Ontario, is one of the Journal's kindest friends and

severest critics. When Harold likes what we do he doesn't hesitate to let us know, and the same applies when he doesn't like what we do.

One of the highlights of the Canadian Manufacturers' Association annual meeting was the address by Dr. Jules Bachman, and Harold, along with Floyd Henry of the CMA were helpful in securing for the Journal the right to publish it.

The Editorial Board decided not to give it as high priority as some of the other material we had because we felt it had a limited audience and was available in Dr. Bachman's book "Wage Determination — An Analysis of Wage Criteria", published by D. Van Nostrand Company, Inc.

Harold was disappointed in our decision. He felt that a paper by such an outstanding man, who is also very articulate, would have been a real plum for the Journal, and he registered his regret at what appeared to him to be some lack of imagination.

We just wish there were more people as interested in what we do as Harold Clawson is and who would take time to let us know what they think the Journal should and should not do.

Thanks ever so much, Harold Clawson, for your letter.

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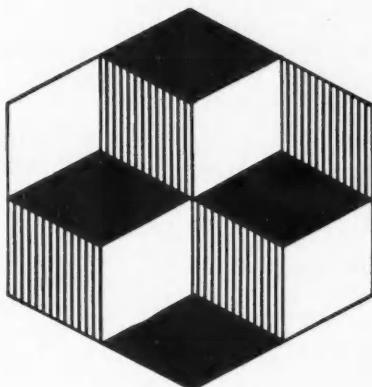
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Management and Labor — Is There A Sound Barrier?



**Can The Adversaries Do A Better Job
of Communicating with Each Other?**

by **John Windebank***

Communication in industry is a many-faceted problem. It can be considered all the way from the difficulties encountered by Mr. A. when he tries to convey a message to Mr. B. to the complex of difficulties that lies behind a major breakdown like the mass walkout of Cape Breton miners that was occasioned some years ago by the firing of a waitress in an uptown cafeteria at Sydney, N.S.

This paper is concerned with communications between the official

spokesmen of management and the official spokesmen of labor.

I am not interested in making a case for either of the combatants in the war of words that breaks out from time to time in our newspapers. My interest is rather in the causes of the difficulties in communication that lie behind the conflict. For there is a conflict.

The War of Words on the Public Scene

It is typical of any war of words that the generals and the pro's habitually sweep aside all claims of the enemy and act as if truth, which is in reality so many-sided and elusive, were clear and one-sided and obvious, and possessed solely by whichever side the word-monger is speaking from.

Of course I am aware that what is said in the public forum is not really intended as communication.

*John Windebank, a Master of Arts graduate of Dalhousie University, has been manager of industrial relations for The Ontario-Minnesota Pulp and Paper Company Limited since 1957. Previously, he co-ordinated personnel programs at the mills of the Canadian International Paper Company. This paper formed the basis of an address to the Employee-Employer Relations Institute sponsored by The Canadian Council of Christians and Jews at Port Arthur earlier this summer.

It often deliberately evades the real issues and distorts the true image. In fact, the scene often resembles one of the poorer-type Hollywood courtroom scenes in which two opposing spokesmen for the litigants blow smoke in each other's eyes and in the eyes of the bewildered jury. The characters are changed, but the roles remain the same. Instead of the lawyers, there is the head of a national organization of employers, or a company president, speaking for management, and the head of a labor congress or council or international union speaking for labor. Instead of the jury you have the uncommitted public with its eyes and ears full of conflicting statements and half-truths. In recent months it seems to me that the public has been approaching Mercutio's attitude: "A plague on both your houses".

While the time-honored adversary system apparently has served well in the law courts, neither the courts nor the adversary approach have helped much in achieving industrial peace. It is not accusations and counter-accusations that are needed in industry, but understanding and accommodation of interests and viewpoints.

The search for more effective ways of resolving differences in industry has begun to attract the interest of the mental hygiene branch of psychiatry. Here is Dr. Alastair Macleod of the Montreal Mental Hygiene Institute, for example, speaking to a group of pulp and paper engineers in their 1957 convention in Montreal:

"Finding a method whereby individuals with conflicting views and emotions can come together to straighten out their ideas in a manner relatively satisfying to all, is of tremendous importance if mental health is to be maintained and fostered in an industrial setting. It

is amazing how difficult it can be to get the so-called open-minded man to accept his colleagues' views. No matter how much we pride ourselves at being open-minded, or being open to other people's suggestions, it is not hard to find evidence that all of us approach another person's ideas with a great deal of suspicion—most of the time unnecessary suspicion."

A More Disciplined Approach on the Industrial Scene

If we shift our gaze from the public scene to the industrial scene the picture is a good deal more encouraging. In the day-to-day relationships between unions and management—that is to say, the business of working together under a collective agreement and using the machinery that the agreement provides for adjustment of differences—there is a good deal of harmony. Unfortunately, the public is generally unaware of this harmony because it is not spectacular and therefore is of little interest to the press.

For one thing, the bigness of companies and unions does make possible a more objective approach to the achievement of mutual understanding. This is because, in most large organizations, a share in the accountability for the quality of its human relationships (both internal and external) is placed on industrial relations and management development departments. Through these departments, the organization sets goals for itself in these areas and strives to achieve them. The research and educational departments of some unions seem to have a somewhat similar function. This institutional approach to human relationships places more emphasis on the human capacity to collaborate and less on the fun of throwing one's weight around.

Development work that we have begun fairly recently in The Ontario-Minnesota Pulp and Paper Company using the Quetico Conference and Training Centre near Atikokan for our workshop location has been adapted from methods developed by universities, by training departments of large industrial concerns and by institutions like the National Training Laboratory of the United States Education Association.

Attitudes To Induce

In our attempt to improve the communications — and therefore, the relationships — between front-line supervisors and the employees they supervise, we are trying to induce this sort of attitude:

First, the approach to the supervisor's job plays down the aspect of relying mainly on authority to show who is boss, and plays up the responsibility for maintaining the conditions and atmosphere in which the maximum co-operative effort is likely to occur.

Second, an increased awareness of the complexities of communication is developed by letting our supervisor experience some of the pitfalls that so often trap those who are unaware of them.

Among the methods used for this purpose are demonstrations developed by the Perception Centre of Princeton University. Persons who experience these are impressed by how fallible their sensory perceptions are, and by the extent to which their interpretation of the things they see and hear is influenced and limited by their past experience, their prejudices, opinions, etc. By demonstrating that A and B can both look at the same image yet see something different from each other, and by letting the supervisor actually experience how his own perception mechanisms can mislead him, we teach him that what he

observes is not the image, it is just his interpretation — his perception — of an image that he has observed in his way, and that some other observer may see somewhat differently.

Dr. F. D. Barrett has described a simple demonstration used by the Aluminum Company of Canada in its battery of perception experience for supervisor trainees, using the diagram that appears at the top of this article.

Every time this drawing has been projected on a screen during our sessions on perception, the group has reacted with hubbub of conversation and discussion. It is quite startling to discover that one's neighbor sees a picture of two cubes with one on top at the very same time one is seeing the reverse. An occasional participant has even asked when he discovers the cubes appearing to reverse whether the picture has been turned upside down in the projector! The experience of seeing and discussing this drawing makes the participants more aware than perhaps anything else could that what they see is determined by their own minds as well as by the thing they are looking at.

"After they have succeeded in seeing the drawing several times both ways, an added experiment can be tried. All the participants shut their eyes and try to visualize the picture in their minds with two cubes on top and one on the bottom (or the reverse). They are also asked to expect this impression when they open their eyes and look at the picture. Most of them find as soon as they open their eyes that they see the picture they have been thinking of and want to see. Through this experience, many of them become convinced that when different impressions are possible they will tend to perceive the one they want to perceive and expect to

perceive. Someone else who wants to see something different in a situation, and expects to see it, will tend to have a different picture of it. This is an experience we encounter in everyday life, but the demonstration shows it in simple and vivid terms." (Personnel - September 1954)

To these demonstrations of the different perceptions that result from different backgrounds, we add experiences that demonstrate how the sensory apparatus of different people will cause them to have different reactions to the same set of stimuli. For example, taste paper can be used to show that a substance that tastes only slightly sharp to most persons in a group will taste bitter to a few and be tasteless to one or two in just about every group.

If a group of people sits in complete quietness for 60 seconds or so and each person writes down what sounds he hears, the group will produce a widely different record of what has been heard, as a result of the individual differences in hearing mechanism, in attitude set, etc.

An ink blot projection on a screen, to cite a visual demonstration, may remind the forester of an animal track, a mechanic of spilled grease and a science professor of a cell through the microscope.

These experiences build up in a person an indelible awareness in that people are different and that many of them will have different preferences, different notions of behavior, different scales of value than he has, and that although the reactions of A and B and C to a situation may be quite different from his, this does not necessarily mean that they are less "true" or less sincerely felt.

Next, we try to help the supervisor to develop *skill in listening* with a real intent to understand.

This requires one to discipline himself to listen without judging — that is, to attempt to look momentarily at the problem from the point of view of the one who has it; it involves *restating* what has been heard as a means of checking whether or not one has heard the other person correctly. It is quite a shock to anyone to learn that because of the complexities of human communication he never says to another person what he really means to say to him and the other person rarely hears precisely what has really been said to him. This awareness in turn creates a new respect for the problems of understanding others and getting oneself understood.

You must have experienced the shock of discovering that some agreement that your group (committee, society, municipal body, etc.) has made with another group has not been kept by the other group because they say they agreed to no such thing. Yet what most of the time you may have taken for an unconscionable breach of agreement or dishonesty is merely a failure in communication which has occurred because the other group, having different objectives and a different set of attitudes from your group, went away from the discussion with entirely different ideas than your group thought they did. We try to condition supervisors to expect these breakdowns and to learn something from them instead of feeling that they have been hoodwinked or betrayed.

Then having been encouraged to rely on leadership ability rather than authority, having learned to observe with some degree of detachment, to take great pains to listen with understanding, and to test his degree of understanding by restating, the supervisor is coached in ex-

ploring with the employee or shop steward what the areas of agreement are and what is the precise nature of the disagreement, if there really is one (for very often a disagreement evaporates in this atmosphere of understanding).

Finally, we attempt to help the supervisor to become sensitive to the emotional aspects of human communication. This is done in these training sessions by actually involving supervisors in situations that require them to take the role of the frustrated union steward or the employee who feels pushed around. With this particular device we hope to help the supervisor to become more keenly aware of the feelings of the other person and, in the course of his role as a supervisor, to accept without defensiveness or hostility the other person's difference in outlook.

Climate Important

Perhaps the most important feature of a training program such as I am describing is a climate in which learning can take place. This type of atmosphere is described by Dr. Leland Bradford of the National Training Laboratories as one in which defensiveness is reduced, and in which the members of the group will keep their hearing aids turned on and give each other emotional support as each individual considers the possibility of change.

We recognize, of course, that every foreman and superintendent is a human being and as such is bound to blow his top if the provocation is severe enough. No live human being is completely objective and only the rare ones are consistently fair. All we hope to achieve in this respect is an attitude that being a supervisor involves a sort of "professional" responsibility to restrain oneself from venting his

angers and frustrations on the people whom he has been assigned to supervise, and to strive, through practice, to improve in the disciplines of good communication.

Can the "Disciplined" Approach be Extended?

So far, I have attempted to draw a contrast between what lawyers call the "adversary" approach on the one hand and what I would call the "disciplined" approach on the other.

Is it too much to expect that industrial leaders of both management and labor will knock off the ego-satisfying activity of raising hell with the opposition in the public forum, and direct their efforts instead to the inevitable frustrations of a patient search for agreement?

Mr. Jodoin, to his credit, in his January speech that I have mentioned earlier, proposed a conference between management and labor "To explore the areas of conflict that exist and to seek methods of overcoming misunderstanding and building up understanding". Of course it must be kept in mind that Mr. Jodoin has handed management what it suspects is a rather prickly olive branch, in view of his leadership of labor's new political offensive. None the less, I have a firm belief that there are men of good will on both sides (including Mr. Jodoin) who would favor a more disciplined approach to understanding.

It seems to me that the uncommitted public, to which I referred earlier, has fully as great a stake in this search for a more rational co-existence as either of the antagonists. Perhaps we are approaching a point in our industrial development when their freedom to bait each other and to use their economic strength on each other irresponsibly is a luxury that we can no longer afford.

A similar point has been reached at least once in the development of industrial life on this continent.

Perlman and Taft's History of Labor in the United States during the first 30 years of the present century describes the transition that took place in the American Northwest soon after the turn of the century. In the following passage they describe the economic dynamics of the transformation in labor organization from the violence of the I.W.W. to the comparative conformity of the A.F. of L.

... the leaders had become aware that the whole social topography of the arena of their activity was undergoing a radical transformation. The mountain states were no longer frontier states with the characteristic frontier psychology of the industrial groups arrayed against one another. Into this altered environment, with a 'public' of farmers and urban middle classes, Winchester rifles and dynamite no longer fitted. Their own best fighting days over with advancing middle age, the labor leaders, although still nominally socialists, were moving towards a conception of the role of their organization not far apart from that of the American Federation of Labor" (Page 253)

Perhaps the "public" in the smaller businesses, the service industries and professions, etc., have a right to expect that their standard of living shall not be reduced and their country's national strength shall not be jeopardized by the widening of the conflict between the two titans of industry. Perhaps the change toward more rational conduct will come only when the public finds ways of bringing it home to both of these industrial titans that it expects both their houses to explore with each other their differences in an attitude of reason.

Adlai Stevenson undoubtedly expressed the feeling of the public when he said recently: "The steel strike has dramatized the fact that we are at the end of an era. Everybody is agreed that this cannot happen again; that the public interest is the paramount interest, and that irresponsible private power is an intolerable danger to our beleaguered society."

The "radical transformation" from the frontier to a more mature stage of social development described by Perlman and Taft was followed in its day by a lessening of the violence in relationships between capital and labor. A radical change in the attitudes of management leaders and labor leaders must now follow the increased inter-dependence of our economy. The national leaders of the two groups are just as capable of a disciplined approach to their differences as are the front-line leaders. If the N.C.O's can learn to listen, question, and objectively evaluate before sounding off, so can the generals.

Book Review

In 1947 there were 6,141 employers who had group insurance contracts covering 635,000 employees. In 1955 there were 16,000 group contracts in force covering over five million individuals and providing over \$6,000,000 worth of insurance. About 84 per cent of that amount comes under employer-employee contracts.

Personnel people are definitely in the insurance and pension business. They will be interested, therefore, in two new books published by the Institute of Chartered Life Underwriters of Canada.

The books are entitled *The Elements of Group Insurance*, 156

pages, by George N. Watson, F.S.A., \$5.00, and *The Elements of Insured Pension Plans*, 136 pages, by Lewis G. Hall and Basil H. Spurr, B.A., F.L.M.I., \$4.50. The two books may be purchased as a set for \$9.00 from The Life Underwriters' Association of Canada, 224 Richmond St. West, Toronto 2B, Canada.

While these books were written as texts for the CLU program of study, they will be of interest to personnel people concerned with group insurance and pension plans in Canada.

These are the first texts written for laymen by Canadian insurance men. They are understandable to people who need to have a working knowledge of group insurance and pension plans without being actuaries.

Incidentally, the authors of the pension plans book were among the first contributors to the Personnel Journal. Several years ago they wrote an article for us on portable pensions, and this matter is covered again in their book.

COMPUTERESSE

A few years ago Honeywell Controls Limited, Leaside, Toronto, produced a glossary of words that came into use with automation. Now they have done the same service to those of us who have friends who use computers and computer technology. The booklet is called "Do You Talk Computerese?" and is available at no cost from Honeywell who, incidentally, are big in the computer field.

WHAT DON'T YOU KNOW about group insurance and pension plans?

Every Canadian corporation executive is acutely aware of the tremendous development of employee welfare plans in recent years. Group insurance—life, accident and health—and pension plans have become an important, integral factor in personnel and industrial relations. Executives, however, have been seriously handicapped by the lack of authoritative reference material on the Canadian aspects of such plans. Now, for the first time, complete accurate information about the Canadian elements of group insurance and pension plans is available to executives.

Two books—"The Elements of Group Insurance" by G. N. Watson, and "The Elements of Insured Pension Plans in Canada" by Hall and Spurr, have been especially written for the Institute of Chartered Life Underwriters of Canada by internationally-known Canadian authorities. More information about content may be found in the adjacent "book review".

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W. M. V. Ash of Shell to Address Federation



—Photo by Karsh

W. M. V. ASH

Vice-Chairman of HRH The Duke of Edinburgh's Second Commonwealth Study Conference, Canada, 1962.

The vice-chairman of the Duke of Edinburgh's Second Commonwealth Study Conference, scheduled to be held in Canada in May 1962, will address Federation's annual meeting November 18 at Kingston, Ont.

He is W. M. V. Ash, president of Shell Oil Company of Canada Limited. He will discuss the conference in relation to Canada in general and the personnel profession in particular.

Annual meeting of the Federation of Canadian Personnel Associations will be held at the La Salle Hotel in Kingston, commencing with a reception Thursday evening, November 17, and continuing through Saturday forenoon, November 19.

Mr. Ash will address Friday's dinner meeting on "HRH The Duke of

Edinburgh's Second Commonwealth Study Conference, Canada, 1962," of which Rt. Hon. Vincent Massey is chairman.

Born in Scotland and a graduate of Oxford, Mr. Ash has served Shell in the Near East and in North America since 1929. He conducted his company's drilling and exploration program in Western Canada for about two years, starting in 1942. Activities that followed included a period in the oilfields of Trinidad, where he also served as a member of the legislature. He came to Toronto as president of Shell Oil Company of Canada Limited in 1948.

Friday morning President Litt reports of the year's activities and Rae Perigoe, editor of the Canadian Personnel and Industrial Relations Journal, makes his report.

Reporting on Federation's activities will be C. W. Walker, Western Ontario Director, on Regional Activities; L. Duchastel, Quebec Director, on University Educational Programs; J. S. Thompson, Eastern Ontario Director, on Membership and Constitutional Activities; Gordon Harrison on Relations with other Organizations.

C. P. Chaston will lead a discussion on the Senate Manpower and Employment Study, and a discussion on the Duke of Edinburgh's Conference will be led by Rae Perigoe.

Saturday morning will be devoted to election of officers, location of the next meeting, the treasurer's report, and other business.

The registration fee of \$10.00 includes Thursday night's reception, and refreshments and dinner on Friday night.

Human Relations Research and Personnel People

Noel A. Hall, Ph.D.*

My general objective is to suggest that research findings in the human relations field, both past and present, are having a very pronounced effect, or should be having a very pronounced effect on personnel managers. The results of some of these research findings are hitting very much at some of the basic tenets upon which industry approaches the personnel functions and, I think, are raising serious doubts as to the validity of our traditional approaches. Others are pointing up a new role for the personnel manager based on sociological concepts rather than psychological ones. And still others are raising what I think are serious doubts about some of the generally accepted techniques we apply in the personnel field.

Informal Work Groups

First of all, at the risk of belaboring history, I want to direct your attention back to a series of studies now generally referred to as the Hawthorne Experiments. It became apparent to the researchers during these studies that the greatest single factor limiting productivity was not physical fatigue, but rather the attitude of workers towards their jobs, toward their fellow workers, and towards their supervisors. And this we have come to refer to as the matter of morale, rather loosely and in many cases, I think, rather unfortunately. But in any event these

studies focused our attention on new concepts.

For example, on concepts relating to informal work groups, the researchers there suggested to us that the factory is really a social system. In other words, even though people come to the factory to satisfy an economic need, the way they behave when they are at work tends to be what we think of as "socialized" behaviour. They focused attention on the fact that behaviour of individuals in industry cannot be really understood, apart from their feelings and sentiments.

We come to the general understanding that a worker has particular loyalties, particular attitudes, that he has developed during the course of his life, both home-life and work-life, and we do not expect him to leave those feelings and sentiments at the door when he enters the factory or the work area. And they highlighted too the idea that change is neither direct nor necessarily individual but rather is influenced a good deal by the past history of the individual, the social system, and the work environment in which he finds himself.

Codes of Behavior

Perhaps more importantly, these Hawthorne Experiments gave us some clues as to the "norms" or "codes" of behaviour that emerge among work groups. Codes and norms usually control very much the actions of individuals and the actions of work groups as a whole. By example, norms may be related to a variety of activities and ac-

*Dr. Hall is Assistant Professor of Commerce and Business Administration, University of British Columbia. He is a member of the Vancouver Chapter of the Pacific Northwest Personnel Management Association.

ceptable levels of out-put. For instance, a group of workers will establish what the Hawthorne researchers described as a "bogey," a level of productivity over which no worker will produce, at least not for a sustained period of time even though he may have a physical capacity to produce at a higher level. We were alerted too, to the developments of modes of conduct that were acceptable to work groups, in the manner in which superiors should act relative to their subordinates.

Hawthorne Experiments Misinterpreted

The point that I want to call to your mind is that these studies were virtually ignored by industry for a full decade following their publication. Then suddenly, for some strange reason, during the Second World War and following that, practitioners in the field of personnel management in industry, who were concerned with the behaviour of people, suddenly discovered and promptly misinterpreted them and misapplied them to the operations of their businesses. The idea developed, somehow, that "happy workers were productive workers." So in industry we began suddenly to be aware of the problem of morale, its measurements and ways of improving it. Programs developed, largely social and recreational, designed to improve morale levels, to increase the interest of workers generally in their company and in their work.

Emphasis, you may recall, focused on physical surroundings and we went through a period of what you might describe as the "color harmony" period in industry where color experts moved in to help us decorate our plants. We, I suppose, working from Carnation Milk's idea of contented cows moved music into

the plant, presumably under the assumption that happy, contented workers would be much more productive workers; and this presumably coming out of the Hawthorne Experiment. And yet, if you read the write-ups on those researches in detail, you find very little reference to this sort of activity — in fact, you find exactly the opposite.

Low Production and High Morale

It has been demonstrated through research, partly out of the Hawthorne Experiments and partly out of other studies, that morale tends to be very high where work groups have been successful in badgering all work members to adhere to its informal output standards. In other words, where a group of workers in establishing their rough measures of what constitutes a fair day's work; when they, through their pressures on the higher producers succeed in pulling their productivity down to the average level, they are indeed happy, because in that situation the poorer worker, obviously, then does not come to the attention of his supervisor. He is free from reprimand or discipline for his low productivity. It is rather shocking to realize that one can go out and interview work groups and individuals within the group, and have those people say to you that they conscientiously hold their productivity down because this is the way they become better liked by their fellow workers. And when you see groups of workers who produce at a very high level in the morning but in the afternoon are able to let their productivity drop off 80 per cent to 90 per cent in order to comply with these group codes of output, it rather suggests to you that our traditional concept of morale is perhaps something that we should begin examining in greater detail.

Research too has another factor contributing to high morale. In situations where foremen get along well with their men, one of the attributes of the foreman's mode of operation is that he doesn't act like a foreman. This means that he covers up for his workers. This is precisely what it means. He doesn't expose them to reprimands and criticisms by superiors by exposing their poor productivity — he covers up for them. The common phrase is, "He becomes one of the boys." He partakes in their game then, in this example, of holding down levels of productivity.

What I am suggesting to you is that immediately following the Second World War, we were lulled in effect into believing that relatively simple formulae such as improvement in working conditions could get us improved performance at the operating level; and whereas if we had looked more closely at the detailed research out of which generalizations about morale sprang, we would have been, as I said earlier, disillusioned and very much shocked as to what we had to do in order to improve morale. Certainly those measures would not have been in the best interest of economy and profitable for our operations.

Leadership Patterns For Supervisors

As we move ahead in more recent years, we find continuing research. The next kind of development that I want to comment on is research on leadership patterns for supervisory personnel. People like Kurt Lewin and his associates at the University of Iowa reported studies which point to the supervisors' leadership style as a key to getting better performance and they noted in a variety of situations that the more authoritarian leaders had a

disintegrating effect on group structure and performance. In other words, they got poorer productivity from their workers. Supervisors in the better producing units characterized their leadership style by taking a personal interest in their men. They were, if you like, understanding rather than punitive. They avoided subjecting their men to close supervision. In a word then, they adopted looser supervision — supervision that we might characterize roughly as permissive.

Other studies, notably those of Koch and French, suggested that greater productivity could come where participative leadership was practiced as opposed to situations where individuals were told what to do with very little explanation as to the why's and wherefore's of changes or decisions that were being taken. And in a manner very similar to our reaction to the Hawthorne experiments we grasped at a single conclusion from these studies — that participative, democratic leadership was more effective than authoritarian, autocratic leadership, and so a new round of supervisory training programs — this time not focused on getting along with your men so much as on the techniques of democratic leadership — getting group decisions, participative leadership in the decision-making process. And again, not enough of us stopped to consider the particular application of these ideas to our particular work groups, and in this respect we cannot blame the researchers. They made it abundantly clear that the generalizations they came up with about leadership patterns needed important qualifications.

There is now available, both in this country and in Great Britain, a very large body of information — factual research — about the behavior of people in work situations.

It comes out in great volume from the better universities in the country and the better research agencies.

We are now fairly well able to classify, or at least speculate as to the factors influencing the emergence of informal leaders in the work groups, and certainly we can clearly identify their patterns of behavior so that with not too much time-consuming observation one can identify in a work group the man who is likely to emerge, or who has emerged, as the accepted informal leader of the group of men in that particular division or department. In the same way there have been countless studies of formal leadership that tend to help us in the matter of selecting supervisors, training them, and giving them guidance in the day-to-day performance of their work.

Deviant Workers

Along a different vein there has been a good bit of study about deviant workers or isolated workers who, for some reason or other, deviate either in their social behaviour in the plant or in the degree to which they will adhere to informal production standards, or the degree to which they will be bound by the authority of their supervisors. They like to work on their own without interaction with other people. And again, as with informal leadership, we can now, I think, do a fairly accurate job of identifying the reasons for deviation and isolation, and we can certainly identify the kinds of behavior that typify these two types of workers, and we can go a long way, too, in ascertaining the effect of their deviation on the total work group.

Predicting Behavior

In more recent times — last year — there was published a very important study called *The Motiva-*

tion, Productivity, and Satisfaction of Workers, with a sub-title, "A Prediction Study," and this again from Harvard University. The researchers believed that they could predict the emergence of informal leaders; they believed that they could predict the emergence of deviant members in the work groups, and isolates, and so on. It is essentially a very bold study that attempted to bring together much of what we know about the behavior of workers in industry and to use that in a predictive way just as you may use intelligence tests and technical ability tests in predicting whether or not a man can perform a particular job.

I want to shift emphasis a little bit and suggest to you that many of these research studies are raising very serious doubts about current personnel practices. And let me just make a half dozen suggestions along that line for you. Let me ask you this question. How long can we continue to select workers primarily on the basis of their acquired skills, education, technical skills, work know-how, and so on, with little regard for the composition of the work group into which we plan to inject them when we have selected them for a job?

In other words, should we not be developing predictive techniques designed to reveal the impact of new employees on the work group where they are going to perform their job; and in turn, the potential impact of the work group on the individual? Now this is another way of saying perhaps that all of you know perfectly well that you can get a worker. You can put him through your selection machinery; you can come to the conclusion that he can do the job, and you can put him into the work environment and discover that he does not, or will not, or cannot do that job. What is being

suggested then, is that there may be other, perhaps more critical factors determining his success or failure on the job than our traditional measures are designed to give to us. This is the kind of observation that Mayo might make. He made the statement sometime in 1935 that the idea that we can successfully predict performance of an individual worker on the basis of minute tests as to his ability, his dexterity, his command of a particular technical area, may be wholly fallacious. There may be greater influences determining the extent to which he is motivated to use those abilities, once he gets on the job. I am suggesting to you then, that predictive studies of the kind most recently published seem to suggest that some of our selecting procedures need re-examination in terms of their validity.

Promoting Informal Leaders

Another suggestion has to do with choosing informal leaders to be promoted to supervisory positions. A number of companies, I notice, are trying to identify these people and are promoting them to supervisory positions on the assumption that they show natural leadership qualities and that is why they are informal leaders.

There may be here a very dangerous development. Sometimes you discover informal leaders who owe their strength to the fact that they lead the work group in opposition to management. What is the point, or is it wise really, to elevate a person whose standing with the work group is based on that sort of activity? What is the point of elevating him to a supervisory position? How will he act in a supervisory position? Who will replace him among the work group as an informal leader? What happens, for instance, when you discover that an

informal leader owes his leadership position primarily to leadership in social rather than work activities? Is either kind of person the kind of person you want as a potential supervisor? I am suggesting then that we must be very careful in this area of choosing our supervisors, perhaps on the basis of rather limited knowledge as to the reasons for his high standing or high status in the work group.

I am suggesting then, a need for careful analysis and observation in choosing people for supervisory positions, and leads can come in that area very definitely from research in this general field of behavior of people at work.

Realism About Change

One other thing in that area — should we not be getting ourselves in a position to appraise not only the economic impact of technological changes, automation, new equipment developments, and so on, but also to appraise the social impact of those changes within the plant?

We have to be awfully careful in this area of keeping our employees informed about changes, particularly technological changes that are going to have a very great bearing on their future. It seems to me just *too superficial* to believe that by explaining the reason for a change to an employee, or a group of employees; explaining it to him, showing him the logic of it — that that is going to make him any more receptive to the change. To my mind it just is not so; regardless of the advanced warning that I may get, say about changes in my own field, if those changes are going to work adversely to my interests, it doesn't seem to matter whether you explain them to me very clearly or not, their impact is the same.

What I am suggesting to you is

that we have to be careful of loose, superficial phrasing that permits us to "talk" in an area without necessarily getting down into the meat of the area. For example, I think we would be making a serious mistake if we assumed that the featherbedding problems of industry were economic. This, to my mind, just would not make sense. It seems to me that you can better explain and find solutions to problems of that kind in non-economic terms rather than in economic terms. It seems to me the resistance to change has nothing to do with economics. In other words, you can promise a group of workers who are to be replaced by a new machine development that you are going to look after them; that you are going to retrain them to new occupations; that you are going to guarantee their earnings, and so on. This will not necessarily, it might, but not necessarily overcome the resistance to that change.

Applying Research Findings

And so we must begin getting underneath the generalities coming out of research in the field of worker behavior and work motivation. We have to become more specific in applying those generalities to our own work situations. Otherwise, it seems to me, the potential for real harm is very, very great.

In terms of parallels, I would say that we have to become more like the medical practitioner, the lawyer, or the engineer who recognizes that the things he does, the calculations he makes, the plans he develops, are only valid within a very limited set of conditions.

It is that kind of viewpoint that we must develop in order to make real progress in this personnel field in order that we may usefully apply the developments that are coming out of research generally in the social sciences.

Specialization Needed

There is another thing I think we need to do in order to equip ourselves. I think that this is the word for the very much accelerated rate of change and complexity in the kind of operations that we now find ourselves in. We must disentangle ourselves from the multitude of fringe tasks that have been shifted upon us and that we, ourselves, have created. I am suggesting to you that many of our fringe activities are too time-consuming; that they just plain and simply detract from the kind of unique role that we might otherwise play in the industrial scene.

Over the last 15 years what has come to be called the personnel function has grown so large and so diverse that unless we begin specializing within that very broad area, it seems to me we may not make the kinds of contribution that industry may rightfully expect from us. I am suggesting then, that our task, particularly because the field of research on worker motivation is increasing at such a rapid rate and the pitfalls of poor applications, misinterpretations and limited knowledge about what is being done may get us into very serious difficulties, not only within industry, but within our society in general. Much of the reputation we have built may be lost through our inability to apply these new developments in our own operations.

The real key to progress by personnel people will be directly related to your ability to apply research to the particular industrial setting in which you find yourself. To make real progress in this area, it seems to me you must cut out a task that is manageable in terms of the type of training you can get. You must then equip yourselves and others to carry out that task. This, then, is a way of suggesting that you should

become expert in the matter of human behavior, human motivation, whatever you want to call it. But the idea is that you should be the experts in the way people behave at work and the factors that influence that behavior. That your activities, then, should be within that framework. It would seem to me, if you can do that, there is clearly a very useful function to be performed.

NIAGARA HOLDS FIFTH ANNUAL CONFERENCE

Niagara District Personnel Association held its fifth annual Industrial Relations Conference at the Sheraton Brock Hotel, Niagara Falls, Ontario, September 22, 1960.

The industrial relations section of the Steel Company of Canada presented "Arbitration" in dramatic form. Those participating were Roger Heneault, Jack Farr, Jack Pritchard, Bruce Pilgrim and Colin Morley. Sharman Learie was the session chairman, and H. W. McArthur vice-chairman.

Featured speaker for the late afternoon session was Dr. Oswald Hall, professor of sociology at the University of Toronto, and his topic was "Unfinished Business in the Professionalization of the Personnel

Manager". Chairmen of this session were F. Collict, McKinnon Industries Limited, and R. A. Grant, Atlas Steels Limited.

Dinner speaker was W. Allen Campbell, Q.C., vice-president and secretary, Canadian Westinghouse Limited. Mr. Campbell, who has the department of industrial relations and law under his jurisdiction in the company, spoke on "Managing Manpower in a Changing Economy". Chairmen of this session were E. G. Reynolds of the Hydro Electric Power Commission and J. F. Luce of Cyanamid of Canada Limited.

PERSONALITIES

We hear that *Arch McIntyre*, who went from Simpson-Sears personnel department to the University of Toronto Extension Department, has now gone to teach at the University of Western Ontario. *Bill Scott* has left his position of personnel director at the Anthes-Imperial Company, St. Catharines, to teach at the Waterloo University... *Rae Perigoe* will be giving the lecture on internal public relations (employee relations) to the University of Toronto's public relations extension course this fall and winter.

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Seniority and Ability

(As seen by an Industrial Relations Man)

I would suggest to some members of the industrial relations community that they could handle this matter of seniority and ability better than they are now doing.

Some of them work too hard and pay too great a price both to get acceptance of their formula and to live with it after they do get it.

The gist of the various formulae that these persons want or advocate is embodied in the following: "In case of promotion, transfer, lay-off, and recall, employees shall be given preference according to their ability. Where ability is equal, seniority in the department shall prevail."

Several Things Wrong

There are several things wrong with this formula for me: It seeks more than most of us actually need; it can require much more time (which can be expensive) to negotiate than is necessary; it can require the paying of a price (acceding to some other demand) greater than is merited; it can require much more time (which can be expensive) to live with than is merited; it applies the same procedure to all functions — promotions, demotion, transfer, lay-off and recall and for all occupational classifications; it provides no machinery for the determining of the relative abilities of two or more employees; it is inequitable in restricting "seniority" to the department; some of the terms used could be improved upon.

Few, if any of us, require that preference be given to ability for all occupational classifications. Seniority

need be the only consideration for many jobs. Where supervisory practices endeavor to make the most senior employee the most able employee, seniority can be the preferred factor for still more jobs. Let us, then, be more practical than the formula indicated above implies that we are. Let us "prefer" ability only where it is desirable. I suggest it is desirable less frequently than some of us think it is and that restricting its use would bring about a readier acceptance where it is desirable.

Because seniority can be determined precisely — right to the minute if necessary — whereas it can be difficult to determine ability; and because the determining of ability can be "exploited", unions push hard for a formula in which seniority is the only determinant. This is one of the points they will readily take to conciliation, and it can be costly in terms of time and money spent. I suggest that insisting upon ability only where it is necessary will reduce considerably the occasions on which the seniority and ability argument is taken to conciliation and the amount of time and money that is (forgive me) "wasted" on it.

One can, of course, get most things accepted but sometimes only by the paying of a price. I suggest that a number of persons have acceded to more "other" demands than the "ability-preferred" formula merits. Putting this in another way, it is possible to make a better deal by insisting less upon the "ability-preferred" angle than some persons now do.

Grievances over ability that have arisen during the life of a contract have frequently taken considerable time and have been costly to settle — if they were settled at all. Often, an arbitration board or an arbitrator will get down merely to examine whether or not the employer acted in good faith when he "determined" the ability of an employee and, where good faith is displayed, the board or the arbitrator will merely uphold the employer and will not pass upon the matter of ability at all. Eliminating grievances over ability will make available quite a bit of time that could be more profitably used on other things and will put less strain on the employee-relations budget.

We do not need the same formula for all functions and occupational classifications. As suggested above, spelling out in the contract a willingness to consider seniority first for some functions or occupational classifications will make it easier to get the ability-first formula accepted for some other functions or occupational classifications. The ability-preferred formula should be sought for promotions and lay-off for only those occupational classifications in which skill is a dominant factor — journeymen classifications and perhaps Grade I or Grade A of a few other jobs. All transfers in which there is no upgrading or down-grading, and promotion and lay-off on just about all other jobs, should be according to the seniority-first formula.

Test Ability

The setting-up of some machinery for determining the relative abilities of two or more employees would make for readier acceptance of the ability-preferred formula. I suggest an arrangement under which, when the company's judgment as to the relative abilities of two or more employees is challenged, the company

and the union will attempt to agree upon a test — preferably on an ad-hoc basis — designed to determine how well employees can do the work in question. In the event that the parties do not agree upon either the contents of the test or how well the employees carry out the test, either or both points can be put before an arbitrator.

As far as the arbitrating of the test is concerned, the arbitrator will have to do little more than choose between two proposals, both of which are apt to be equally good for all practical purposes. He should not have too much difficulty, either, in ruling upon who handled the test most successfully. This arrangement, which in practice is used only occasionally, makes it possible to have the relative abilities of two or more employees appraised objectively and with the finality that third-party intervention can bring to matters in dispute.

For me, to limit the application of seniority to the department in which an employee happens to be working is inequitable. I cannot see any justification at any time for not being willing to apply seniority on a plant-wide basis. All the arguments I have heard against doing so, I think, boil down to wanting to avoid putting someone, somewhere, to some — relatively little — inconvenience. In my opinion, particularly at a time when lay-offs due to shortage of work become necessary, employers should respect length of service anywhere within their organization for employees who are able to do the work that is still available.

I would also suggest a change in some of the terms. "Up-grading" would be a better term than promotion. "Down-grading" would, of course, be used instead of demotion. Transfers should be indicated as being "moves not involving up-grading

or down-grading." Lay-off should be indicated as being "made necessary" or "due to" shortage of work. Recall, of course, should be "called back to work following a lay-off." I would abolish the term "seniority" and replace it by the term "length of service." I also know of no better definition of length of service than "the length of time in the service of the employer that was not interrupted by the employee's resigning of his own accord or by his being discharged for cause."

Suggested Formulae

The following are my suggestions for formulae for the various functions to which "seniority" is most usually applied.

Up-grading — When up-grading employees, the company shall give preference to employees according to their relative ability, of which the company shall be the judge. Where the relative ability of two or more employees is deemed to be equal, preference shall be given to the employee having the longer service.

Down-grading according to ability — When down-grading employees made necessary by shortage of work in the following occupations, (here list the occupations) the company shall consider employees according to their relative ability, of which the company shall be the judge, and the employee deemed to have the least ability shall be the first to be down-graded. Where the relative ability of two or more employees is deemed to be equal, the employee having the least service shall be the first to be down-graded.

Down-grading according to service — When down-grading employees because of shortage of work in the following occupations, (here list the occupations) the company shall consider employees according to their length of service, the employee having the least service being the first

to be down-graded. Where the relative service of two or more employees is equal, preference shall be given to the employee deemed to have the greater ability, of which the company shall be the judge.

Lay-off according to ability — When laying-off employees because of shortage of work in the following occupations, (here list the occupations) the company shall consider employees according to their ability, of which the company shall be the judge. Where the relative ability of two or more employees is deemed to be equal, preference shall be given to the employee having the longer service.

Lay-off according to length of service — When laying off employees because of shortage of work in the following occupations, (here list the occupations) the company shall consider employees according to their length of service, the employee having the least service being the first to be laid-off. Where the relative service of two or more employees is equal, preference shall be given to the employee deemed to have the greater ability, of which the company shall be the judge.

Transferring — When transferring employees within the service of the company, and when such transfers are not deemed to constitute an upgrading or down-grading of the employee, the company shall consider employees according to their relative service, and preference shall be given to the employee having the greater service. Where the relative service of two or more employees is equal, preference shall be given to the employee deemed to have the greater ability, of which the company shall be the judge.

Company's judgment re ability — Should the judgment of the company concerning the ability, or relative ability, of employees be ques-

tioned, the employee or employees concerned shall be required to take an occupational test, the form, duration, etc., of which shall be worked out and agreed upon by the company and the union. The employee deemed by the company and the union to have passed the test most successfully shall be considered to be the most able. Any lack of agreement concerning either the contents or the passing of the test may be arbitrated.

Length of service — The length of service of an employee shall be the total service in the employ of the company that was not interrupted by the employee's resigning of his own accord or by his being discharged for cause.

Recall — Employees who have been laid-off or down-graded because of a shortage of work shall have the right to be recalled to work and/or up-graded in the reverse order to that in which they were laid-off or down-graded.

CALGARY ACTIVITIES

Plans have been completed for the second year of the University of Alberta Department of Extension course in personnel administration to commence October 19 in Calgary. A total of 18 sessions are planned and this year's program deals with staffing, developing personal skills, and administration. Registration fee is \$60.

The Calgary Personnel Association puts up two scholarships annually for the first year in this course, and this year George Fillion and John Watts, both of Calgary, were the winners.

John D. Kyle, assistant professor, Department of Business Administration, University of Alberta, addressed the September 13 meeting of the association. His topic was "Personnel At The Crossroads".

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Birth of A Federation

by E. R. Barrett*

In previous issues of the Canadian Personnel and Industrial Relations Journal, Harold Armstrong and Don W. Cameron have outlined the early beginnings of the idea of the federation and co-operation between personnel associations in Ontario and how that idea grew to a trans-Canada concept with the meeting in Winnipeg in November, 1955. Then representatives from centres scattered from Montreal to Vancouver met to discuss the future of the Journal and the possibilities of the formation of a Federation of Canadian Personnel Associations. Let us look at the developments which took place in 1956 and 1957.

At Winnipeg, it had been planned that a further meeting should be held in November, 1956 in either Toronto or Hamilton. When the Hamilton Association heard the report of the Winnipeg conference it decided, with enthusiasm, to ask that the next meeting should be held in Hamilton. A committee was formed and, in conjunction with representatives of the Toronto Association, plans were commenced for the November 1956 meeting. All the associations in Southern Ontario within close proximity to Hamilton were invited to participate in this planning. As a result, the Niagara District Personnel Association, Grand Valley Personnel Association, the Guelph Association, in addition to the representatives from both the Toronto Personnel Association and

the Toronto Women's Personnel Association helped in these discussions.

The Hamilton Conference took place on October 26 and 27, 1956, attended by representatives from 14 associations. The Winnipeg Conference had left two tasks to be taken up by a future conference: first, the continuation of the management of the affairs of the Journal, and second, further exploration of a possibility of federation at that time.

In his report of the business affairs of the Canadian Personnel and Industrial Relations Journal, J. Rae Perigoe struck an optimistic note when he pointed out that despite the fact that a small loss had been shown in the year's operations, nevertheless the steadily increasing number of subscribers and stronger participation on the part of advertisers had justified the faith which had been shown in Winnipeg regarding the future of the Journal. These facts convinced everyone the Journal was on its way to a sound footing.

However, when it came time to discuss federation it was found to be a much more troublesome problem. Everyone had accepted the Journal as a necessary and valuable adjunct to personnel work in Canada, but there were a great many people who felt that federation was an impractical dream. Most found the idea desirable but many were afraid that to rush into organization that would exist only on paper

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would defeat the ultimate ends of all concerned.

As a result of this discussion, it was felt that the only practical step was to form a "royal commission" to investigate the possibilities and to report to a meeting which was planned for the fall of 1957. This "royal commission" was to be headed by W. H. Oliver of Toronto as Chairman. Its function was to canvass all associations that were known to exist in Canada, either by mail or by direct contact through visits of members, to find out what should be the nature of a federation and to make recommendations as to the structure that such a federation should take and how it could be established.

Therefore, despite the fact that the Hamilton conference did not take any definitive step toward the initiation of a federation, nevertheless enthusiasm continued and further meetings were planned. It only remains to pay tribute in passing to the excellent work of D. L. Guthrie of the Kingston Association and Miss K. Lewis of the Women's Personnel Association of Toronto who acted as chairman and secretary respectively of this meeting.

The 1957 meeting took place in Montreal on September 13 and 14 and this time there was representation from 17 different associations, four of them being associations that had not previously attended any of the conferences. By this time the Journal had become so well established that discussion of its affairs occupied only a small part of the agenda. That this confidence in the Journal was well founded was substantiated by Mr. Perigoe's report as editor of the Journal when he was able to forecast a profit of close to one thousand dollars on the operation for the year.

The "royal commission" which had been established at the meeting

in Hamilton reported that, during the year which had elapsed, they had talked to many of the associations involved and found that while strong interest was shown in federation by all associations, nevertheless it was their recommendation that as yet the formation of a federation was not warranted because of the problems of communication over the big areas involved in Canada. However, the enthusiasm of those assembled was such that, despite this recommendation and after much discussion, it was decided to form a founding committee for a federation of personnel associations which should have the following function:

1. To draw up the constitution of the federation.
2. To determine its aims and objectives.
3. To lay out and recommend a program designed to achieve these objectives as may be feasible in the initial stages.
4. To determine the cost of carrying out this program and to produce a budget projected for at least three years.
5. To devise a plan for obtaining the necessary funds indicated by the budget.
6. To complete its work and submit a report to each association and to the next annual conference for ratification.

In summary it can be seen the years 1956 and 1957 saw the Journal become established on a sound footing in such a manner as to assure its permanent place in the affairs of Canadian personnel activities. At the same time, the enthusiasm for federation grew markedly. The fact that meetings continued showed that all realized that the goal was worthwhile. The only problem was the means of attaining the goal.

Consumers' Gas Proves You Can Teach "Old Dogs" New Tricks

by R. M. Shaw*

On February 2nd, 1955, a glowing coal from the last operating re-tort of the Consumers' Gas Company coal gas plant in Toronto was used to light a natural gas burner. It was a significant moment, not only because it signalled the beginning of a new era in the gas utilization field, but because 286 men employed in the Company's Works Division, faced sudden termination of their jobs.

This fact had an even more serious aspect. The percentage of these men with long service, and therefore in the upper age brackets was very high. A number were over 65 years of age (Consumers' at that time did not have a compulsory age for retirement) and had completed the required 25 years service necessary to retirement on the non-contributory pension plan then in existence. The solution in their case was obvious.

However, the remainder ranged in age from 25 to 64 with 40's and 50's predominating. Their length of service varied from two or three years to as much as 42 years.

What was the Company going to do with these men? Over the years most of them had formed deeply rooted work patterns and habits. In many cases their jobs in coal gas production comprised their only working experience. At the same

time the majority of the men were members of Local 161, International Chemical Workers Union, (A.F.L.). A small group, classified as licensed engineers were members of Local 796, International Union of Operating Engineers (A.F.L.). Contracts with both unions contained clauses stating that in case of permanent layoffs, the Company and union would try, in consultation, to find jobs for the laid-off persons in other departments. Both contracts also contained accumulated sick pay credit features which called for payment in graduated form based on length of service if and when an employee was retired or when layoff occurred due to technological improvements.

The problem was, undeniably, a difficult one. However, Consumers' Gas executives had recognized it long before it became a reality, and had taken preliminary measures to reduce its impact. In doing so, the Company found it had to blaze new trails in the personnel relations field, as there appeared to be little or no precedent which could be used as a guide. Other gas companies in the U.S. which had made the transition from manufactured to natural gas during the past few years were queried, but with indifferent results. There appeared to be little or no history of similar situations being handled. Nowhere was there a case of complete utilization of production personnel who had been displaced by the advent of natural gas.

*Mr. Shaw is editor of "The Blue Flame", staff publication of The Consumers' Gas Company.

It was realized the Distribution Division of Consumers' Gas operations would inevitably expand following the introduction of natural gas with its lower, competitive costs. This was the only logical area, it appeared, in which the production men could be absorbed. Yet, it was felt that the individual skills required in the various Distribution Division job categories were so diverse and differed so markedly from those hitherto used by the men in production that relatively few could possibly fit into the new pattern.

These men, in many cases, had been working under necessarily difficult conditions—the production of coal gas has never been a particularly clean occupation. Their jobs ranged from yard laborer involving removing coal from railway cars to retort operator, where work was carried on at high temperatures. Wage rates in 1955 varied from \$1.52 an hour for spare shiftman to \$1.95 an hour for acting foreman.

Concentrated Effort

Nevertheless, a well-balanced team comprising both a special Company committee and Union representatives put forward a concerted effort to solve the problem. By projecting anticipated sales a year in advance, it became apparent that the Distribution Division would be able to absorb 141 employees in 15 job classification. These, however, would be required to meet certain standards in respect to basic knowledge, ability and indicated potential.

The job classifications in Consumers' Distribution Division included meter reading, appliance installation, repair service, truck driving, construction and maintenance, etc. In every possible way each was a world apart from the type of operation carried on in coal gas production.

First a system was set up to personally interview each Works Division employee. Interviewers filled out forms providing answers to a series of basic questions. These included the individual's age, marital status, number of dependants, education, experience in the company, previous experience, hobbies, work preference, etc.

A thorough study of the results of these interviews indicated that a large number of the men had potentialities beyond the field where they were employed. It was felt that with an expansion of existing training facilities making specialized instruction available, there was reason to believe these men could successfully qualify for new jobs in the Distribution Division.

Throughout the series of meetings in which details of the job transfers were worked out, the most impressive factor was the high degree of co-operation evidenced between the groups represented. Here was no case of Union and Company factions jockeying for position, but of a single group dedicated to a common purpose.

Out of the meetings developed a procedure governing the placement of 141 Works Division employees in the Distribution Division in jobs covered by the contract-holding Local Union. In confining the postings to Works Division men, the local agreed to temporarily waive contract clauses covering job posting until all had been absorbed.

The Union also temporarily waived the matter of seniority. The Company agreed that where possible seniority would apply, in fitting the job to the individual, but where this was not possible, men would be given every opportunity to learn the skills necessary. It was also agreed that if a man accepting transfer found he was unable to perform

his new duties, he would be given an opportunity to see what he could do in other capacities. A satisfactory standard of separation payment was also worked out for those employees who did not wish to transfer.

The 141 jobs were posted with a description of each, and the men were told they could apply for any or all the jobs, stating their order of preference.

Under the guidance of Pat Morrell, Director of the Consumers' Gas Training Department, a "crash" training plan was set up for these men during which they were paid at a rate not less than that previously received. After years of working at one type of job, they suddenly became new trainees beginning at the same basic level as men hired for the first time. The difference was, of course, that most of them were many years removed from the schoolroom.

At the same time, they had a psychological handicap to overcome; they were naturally confused and anxious concerning their future employment, and they had been removed from a working environment with which they had grown familiar and placed in a completely different situation. Here, although the company was the same, management and working conditions were different, and the faces of people around them were strange.

In spite of all this, the unique experiment of "teaching old dogs new tricks" proved to be an overwhelming success. Each man was given a month of intensive classroom training in the particular job for which he had applied and in which his record indicated he would be most at home. Following this, he was sent out into the field for three months training on the job under the supervision of a qualified in-

structor. Periodically, he was given tests to determine his progress and, where necessary, further classroom instruction was given.

Says Training Department Director Morrell: "The results have been most gratifying. Remember, some of these men had done nothing but shovel coal all day or work on hot retorts. They had no contact with the general public. Nevertheless, many transferred to the Service Department where they were required to contact customers every day in the week. In the large majority of cases the men measured up to the challenge in a wonderful way."

It was found that on the average the Works Division men had some problems in the classroom, but once they assimilated instruction they did not forget easily. Some men, who were found to be unsuited to the jobs for which they applied, were re-transferred to other departments. And a few outstanding examples proved by their ability that they were destined to go even higher up the ladder of employee achievement.

Five years have elapsed since Consumers' Gas made this first unique experiment. What has been the record to date?

Of the original 286 men displaced by the closing down of the coal gas Production Division, 156 were transferred to various departments of the Distribution Division, 25 were retired on pension, 10 separated from the Company prior to transfer and four after. A total of 43 were retained as plant personnel, two became administrative staff members, and three died. The remaining 43 were members of Local 796, International Union of Operating Engineers. Of these 20 were retained on plant staff, 19 separated from the Company, and four retired on pension.

UNIVERSITY OF TORONTO ADDS TO MANAGEMENT COURSES

A new evening course specially for experienced executives, offering them an opportunity to discuss general management problems with specialists in several fields and colleagues in other industries, is being conducted this winter by the University of Toronto School of Business.

The course is one of six announced in the school's administrative development program. The other five courses, as in past years, are along more specialized lines and are designed for businessmen preparing themselves for greater responsibility. They deal with analysis of production problems, including increased stress this year on operations research; marketing management; financial management; human relations in administration; and managerial economics.

New Course

The new course, called Management of the Enterprise, is conducted by Ralph Presgrave, vice-president of York Knitting Mills Ltd. and a special lecturer on the School of Business staff. Other members of the academic staff sit in to discuss their specialties.

The course does not follow textbook lines. Instead, it offers executives a chance to re-assess their own thinking and to explore new areas of business. Business management is considered in relation to society and to general social and economic goals. Special emphasis is placed on human relations and on new and prospective techniques and concepts.

All courses in the Administrative Development Program, started five years ago, consist of 20 weekly evening sessions, each two hours long, running from mid-October to March.

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Who the Hell Cares?

A searching look at Company magazines

A. G. Wynne Field*

On the tomb of the Duchess of Newcastle in Westminster Abbey is the inscription:

"All the brothers were valiant and all the sisters virtuous".

The company image I get from some magazines reminds me very much of this epitaph. All the brothers within some companies are valiant and all the sisters virtuous.

I know one company magazine on this continent which spends thousands and thousands of dollars a year. I refuse to read it because I think it is printed with the saccharine syrup for which the company is noted. (I don't drink the product, either. Like the company, it is too sweet).

Now, what problems do we have as company magazine external editors? I think, like any other editors, we have basically the same problem: Who the Hell cares?

Week after week, month after month and year after year we face the deadlines, the budget wrangles, and — the awful question, Who the Hell cares?

I am talking now only to dedicated editors who "feel themselves

debtors to their profession" and who endeavor to "be a help and ornament thereto".

Actually, if you are only a salesman you should be out on the road making a lot of money, not puddling around a desk.

On the subject of editors who are just in the game to make a living and no more, I'd like to throw in a little joke here:

An Englishman laughs at a joke three times: first, out of courtesy; second, when the rest of the audience gets the joke; third, when he gets it himself (usually in church on Sunday).

The American never laughs — he has heard it before.

If there is any one great problem we external editors should face it is the danger of becoming blasé and cynical. Also the danger of assuming that because we are writers, editors, glib boys, we must always act glib and knowing. Actually the foregoing joke isn't intended to contrast English and American humor or sense of humor. It is intended to point out that in certain parts of the American and Canadian publics there are people who are not humble enough to give the other fellow a laugh when they have already heard a joke. The hard crust of knowingness some of us exhibit all the time and most of us some of

*Wynne Field is editor of the house organ "General's Review" published in the interest of The General Accident Group, Toronto. This paper formed the basis of a talk given by Mr. Field at International Council of Industrial Editors in St. Louis, June 7, 1960.

the time shows up in our publications. Again mentioning no names there are certain publications on both sides of the border I barely scan because I cannot stand the undercurrent of knowability and cynicism they show.

Perhaps I am going at this in reverse and am dealing from the bottom of the deck. However, these are two problems which perhaps some of you have never thought much about — the Pollyanna problem and the Hard-Boiled, Know-it-All problem. These are spiritual faults, not mental ones. Which brings me to the first point I want to leave with you.

Is your publication less successful than it might be because your attitude to the job is wrong?

Before we can make any constructive outline of our problems as external editors we must first make sure that our attitude to the job is good. So far I have endeavored to channel our thoughts in that direction on a sound spiritual basis. I hope I have made my point. I found the following in a joke book. It bears on the subject of attitude. To my mind it epitomises the editor who does not know (and, so long as his pay cheque keeps coming in doesn't care) where he is going.

He is the sort of fellow who would spend his time at a nudist camp trying to sell subscriptions to a fashion magazine.

Attitude is the basis of the rest of our explorations. In my country, one of the railways has as its slogan, "Tact and Courtesy". One negro porter asked another to explain the difference. The reply was, "If I walk into a bathroom and finds a lady taking a bath, I backs out quick-like and says, 'Sorry, sir!' The 'sorry' is courtesy. The 'sir' is tact."

Assuming now that our publications are run on sound spiritual grounds and that we are dedicated

to our jobs and not committing the sins either of false love of our companies or brashness in ourselves, the next problem is still, Who the Hell cares?

One of my greatest comforts is the circulation list of my publication. Fifteen years ago it was started in Canada to help our Canadian sales and public relations effort. Today it is going to 11 countries other than the United States and Canada. I am proud to say there are very few States to which it does not go though we are a Canadian company.

Relevant To Needs

Why has this little eight-page, low-budget, one-man paper spread beyond its primary audience? I often ask myself this. Every check I make gives me the same answer: it is relevant to somebody's needs. Relevant!

That is the answer to that question, "Who the Hell cares?" That is the reason my bosses sign my pay cheques. That is the reason our income has more than trebled, almost quadrupled, in 15 years. The material in our little paper is relevant. It serves an intrinsic purpose for the reader. It helps him develop. Which brings up a very practical problem which you may or may not have. Is your publication relevant — really relevant? Or does it go out month after month with no real reader reaction. Many managements in the past year or two have discovered that their magazine was not relevant to anything but the editor's own satisfaction and you know what has happened to them. However, mere relevancy is not enough. We have to arouse an awareness of its relevancy. That is where the editor becomes a salesman.

Throughout the 15 years of our history we have had, I estimate, actual readership reaction from 60% of our audience. This is not done by research methods but from hard

fact. Fan mail usually runs between 1.5% to 2% per year. Another 2% on an average send in ideas or articles. Advertising mats, pencils, sales gimmicks, campaign materials, etc., vary according to each year's targets but probably have averaged 5%. Surveys get about 60% response of samples of about 200 readers. However, allowing for repeaters I think you will agree that our audience is aware of the relevancy of *General's Review*.

Let's go back to that question, Who the Hell cares? I made a lot of mistakes at the beginning. I started *General's Review* to take care of staff and agency force. I was like the fellow in the nudist camp trying to sell fashion magazines. I also started out with a great bang to tell the agents and the world at large that all of our G.A. sons are valiant and all our daughters virtuous. Being rather proud of being back at an editorial desk instead of handling the company's financial department I guess I was pretty brash, pretty cynical, quite knowing. And for a year or two, I think I was a first class flop.

Then I wised up. I put into the masthead of *General's Review* the words, "Published in the interests of the agency force" and started a separate publication for the staff.

Now I was becoming relevant to two audiences. I was better able to make those audiences aware of my relevancy. I stopped thinking of my own self-glory and started to work in the interests of my readers.

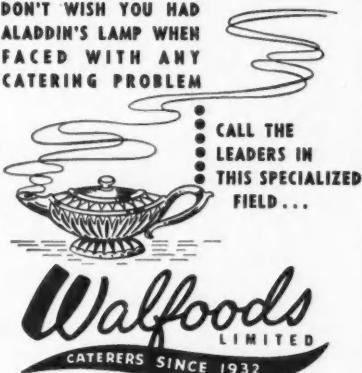
Fan mail picked up. But it was sporadic. Why? I wondered. I divided the accumulated mail into provinces. Why was I not getting mail from certain provinces? I scouted the relevancy question and found out why. I was doing nothing for those provinces. They got my paper but were not aware of its

use to them. I dug to get material that was relevant. I used gimmicks to make them aware. Next I started to pay attention to fan mail and orders for advertising material by size of agency. Here again were great gaps. The total result had management chuckling over our success. Analysis took the gleam out of my own eye. There were certain sorts of agents who didn't seem to give a damn about what I had to offer. Again — how can I be relevant to them? How can I make them aware of my relevancy? We now cater to nine kinds of agent, at least.

One day I was in a small agent's office waiting for him to return. His girl was reading *General's Review*. I asked her if the boss read it. No. Too busy. Did she read it? She certainly did and enjoyed it. Furthermore she occasionally needled the boss into reading something which interested her. The payoff came after the boss walked in. He handed her a piece of paper with some figures on it. "Make out a policy for this", he ordered. And that dear, lovely girl reached into her policy form file and grabbed one of our policies. (I should point out we have independent agents in Canada and she could have made that policy out of any one of 10 company forms.) Here was an audience to which I could become very relevant if only I could make them aware of me. I started a column called, "The Women's Point of View". Carefully selecting the color by checking with some 40 girls in our own office I made up a card asking, "Are you reading 'Women's Point of View'? If you are not already getting a copy of our publication fill in the form on the reverse side". I signed it, "Your Inspector".

Each inspector was armed with some of these cards. To make a long story short, it took a year to make a mild impression. It took four years

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to develop a suffragette movement within the industry. Result: Today we have women's clubs in seven centres and more are on the way. As clubs were formed their members went on the mailing list. Several very good agencies now represent us who had never been aware of us until their Girl Fridays brought us to their attention. Once more, General Accident, which took a lead in most trade associations within our industry, has taken a lead and become clearly identified with a movement.

Relevancy and awareness: My own lady assistant is now working on a grass roots column to appeal to the small town agent who doesn't get out to association meetings and the many newcomers from the life insurance field who are avid for sales ideas.

We hear a lot these days about "levels of abstraction". When I go into the question of relevancy and awareness I often wonder whether my paper talks down to or over the heads of my readers. I find myself wondering which is best: breathless, gee-whiz selling or long-range wooing. I try to keep a balance but am never sure of myself.

I am becoming aware that it is possible that my company image is highly regarded but other companies are getting business I could get if I were a little more ingenious.

I wonder if sometimes I don't get so trapped with deadlines and crises that I think more of "getting out a paper" than of selling my company's services.

Being a very low-budget editor I am always conscious of trying to get the most out of a dollar.

I scout every hungry printer in town. In the history of most good printing houses there is a time when they will give a prestige magazine a good price. As they get established service drops off a little. I change about every three years.

Whatever we do in future, as dedicated editors the basic problems will be the same and so will the solutions. We must present our companies to the world without saccharine or cynicism. We must be relevant to our readers and they must be aware of our relevancy. All problems as we recognize them must, I think, be solved within the framework of this thesis.

PERSONALITIES

We were happy to have a number of visitors this summer. Among them was *Frank Hoffman* of Manitoba Power, Winnipeg, in Toronto on holidays and improving the shining hour by discussing the merits of speakers he is considering for the Winnipeg Association's March seminar and conference. Another was *Collin Quinn* of Bristol Aircraft. *Bill Walker* of H. K. Porter (Canada) Limited, Guelph, was another.

Harry Taylor, Union Carbide Canada Limited, and a dean of Canadian industrial relations men, is convalescing from a heart operation.

Douglas Young, Canadian secretary of the International Labor Organization, is the new head of Edward N. Hay and Associates, a U.S. management consulting firm which has just opened up in Canada.

Floyd Henry, industrial relations consultant to the Canadian Manufacturers' Association, has gone into management consulting. He is managing director of Canadian Management Services at 85 Richmond St. W., Toronto, EM. 6-3096.

We regret to report the death by drowning of *Samuel Arthur*, 57, personnel manager of the Provincial Paper Mill at Port Arthur, August 7. His boat was swamped 200 feet from shore.

Leon Duchastel has been given responsibility for the personnel administration of The Shawinigan Water & Power Company, Montreal. Leon is also president of the Montreal Personnel Association and a director of The Federation of Canadian Personnel Associations.

For 13 years a group of students from Sydney Academy moves into Dominion Steel & Coal Corporation

Sydney plant to become the junior counterpart of a responsible supervisor at the Sydney works for a day. The program, which included a luncheon and dance, was directed by industrial relations superintendent *Alex LeDrew* and his department.

We have a nice note from *Norm Haden* of Shell Oil head office in New York. Norm, one of the architects of Federation when he was located in Calgary, now commutes from Port Washington, N.Y., leaving home at 7:30 a.m. and returning at 6:30 p.m. Canada, one gathers, looks better by the day.

Gordon F. Harrison, one of the founders of Federation, has been appointed director of industrial relations for St. Lawrence Corporation Limited, with headquarters in Montreal. He remains responsible for industrial relations of Hinde & Dauch Limited, of which he is a vice-president. Gordon has had wide experience in various aspects of the industrial relations field, having held responsible positions with Canadian Industries Limited, Canadian General Electric Company Limited and the John Inglis Company Limited.

John A. Belford has been appointed vice-president personnel and industrial relations for Massey-Ferguson. A graduate of McGill University, he joined Massey-Ferguson in 1957 as director of personnel and industrial relations.

E. J. Fitzpatrick, a member of the Montreal Personnel Association, has been promoted to the newly created post of manager employee relations for BP Canada Limited. He will be located at the company's executive offices in Montreal.

PERSONNEL ASSOCIATION OF TORONTO 1960 FALL CONFERENCE

PAT has announced its 1960 Fall Conference "The Man in Management". To be held at the Royal York Hotel November 17, 1960, this year's conference will be beamed at the individual delegates, all of whom will be "men of management".

The final program has not been completed at this date but the speakers will include Cameron Hawley, Dean A. R. C. Duncan and Prof. B. A. Lindberg.

Business executive, feature writer and author of best selling business novels, "Executive Suite", "Cash McCall" and "The Lincoln Lords", Cameron Hawley will give his controversial views on management today.

With a background of 25 years in industry in executive positions ranging from sales management and merchandising to financial analysis and scientific research, Mr. Hawley will present a critical analysis of modern management in the stimulating language of a leading author.

Outstanding academician and philosopher, A. R. C. Duncan has been Dean of the Faculty of Arts and Science at Queen's University, Kingston since 1959. The author of "Practical Reason and Morality" and numerous papers on ethics and philosophy, Dean Duncan will review the most vital area of management, Decision Making.

Professor of Business Administration at The American University, Washington, D.C., B. A. Lindberg will highlight the changing functions of management and the new challenges now appearing. Formerly a professor at Harvard and a former Dean of the School of Business Administration, University of Alberta, Professor Lindberg is wide-

ly known to major industries in Canada and the United States as a management consultant.

FOREMEN IN INDUSTRY COURSES AT THE UNIVERSITY OF TORONTO

A number of Toronto Personnel men have co-operated with the University of Toronto Extension Department in the development of a new series of courses designed for men and women wishing to broaden their understanding and develop skill in modern methods of industrial supervision.

The five courses concentrate on principles of supervision and the application of those principles. Course director is J. L. Sukloff, specialist, education and training, industrial products department, Canadian General Electric Co. Ltd. He is assisted as course director by W. R. Benn, manager, industrial relations, Products Tank Line Co. Ltd. Mr. Benn also conducts one of the courses. Other course lecturers are Joseph Powadiuk, Queensway General Hospital; G. M. Willson, personnel supervisor, Ward Street Works, Canadian General Electric Co. Ltd.; L. M. Crone, specialist, union relations, Davenport Works, Canadian General Electric Co. Ltd., and Donald L. King, of Stevenson & Kellogg Ltd. Courses start the second week of October.

P.N.P.M.A. TO MEET IN VANCOUVER

Pacific Northwest Personnel Management Association's 22nd Annual Conference will be held at Vancouver November 3 and 4.

P.N.P.M.A. is composed of personnel and industrial relations managers from some 800 firms in British Columbia, Washington and Oregon. It is expected that 300

delegates will attend the conference with some 500 in attendance for certain key addresses.

The conference is divided into two sections: Personnel Relations and Labor Relations.

Speakers on Personnel Relations will include Dr. William E. Mayer and Ronald R. Ritchie, authors of "Nato", a book on the economics of alliance.

Some of the speakers on Labor Relations will be John A. Belford and F. C. Burnet, industrial relations manager of C.I.L., who will discuss "Labor Legislation and Labor Relation Trends on the North American Continent", and Norman Rimmer, Director of Studies at Ashbridge Management College.

VANCOUVER ASSOCIATES BACK UNITED APPEAL

The Vancouver Personnel Association is participating in a campaign to continue the United Appeal in Greater Vancouver. The association, representing some 93 firms, has prepared a statement pointing out the advantages of the United Appeal and distributed this to local newspapers and radio stations.

The Vancouver group has nearly completed arrangements to develop a degree course in personnel and industrial relations management at

the University of British Columbia, but until this is completed an interim course of study groups has been recommended.

A study group on labor law has been arranged in conjunction with the Extension Department at the University. The cost will be \$20 a year with a maximum registration of 30 students. The curriculum will be handled by UBC professors and outside speakers.

Investigation is also under way to establish a second study group on another phase of personnel management.

The development of these courses is a result of the support being given to the association's local study groups which have been held for the past few years.

The association's 22nd annual conference will be held November 3 to 4 in Vancouver.

PERSONALITIES

John R. McNulty, formerly vice president industrial relations, Canadian Husky Oil Ltd., and division director personnel, The Ohio Oil Company, has been named by Industrial Relations Counselors Service, Inc., Toronto and New York, as consulting associate for Western Canada and the Rocky Mountain states.

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Secretary-Treasurer J. Rae Perigoe, Presentation of Canada Limited, 143 Yonge Street, Toronto.

Next Annual Meeting—La Salle Hotel, Kingston, Ontario, November 18-19.

Pacific Northwest Personnel Management Association

Central Vancouver Island Chapter—President George Beaubier, MacMillan and Bloedel Ltd., Chaimanus, B.C.

Meetings—2nd Friday each month, alternately Nanaimo and Duncan.

Victoria Chapter—President E. R. Peck, British Columbia Power Commission, Victoria, B.C.

Meetings—4th Tuesday each month, Pacific Club, Victoria.

Vancouver Chapter—President R. C. Lamb, Port Moody, B.C.

Meetings—3rd Thursday each month at Hotel Georgia, Vancouver.

Personnel Association of Edmonton

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Vice-President P. K. Thorslev, City of Edmonton.

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Personnel Association of Greater Winnipeg

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Secretary J. Paul, T. Eaton Company of Canada Ltd.

Meetings—Third Tuesday of each month at Marlborough Hotel.

Sarnia and District Personnel Association

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Secretary-Manager O. A. Petersen, 170 Bloor St. W., Toronto.

Meetings—2nd Tuesday each month at Park Plaza Hotel.

Personnel Association of Hamilton

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Vice-President F. A. Hoyle.
Secretary-Treasurer H. G. Bayliss.

Personnel Association of London and District

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Vice-President F. R. Thwaites, Somerville Ltd., London.
Secretary J. A. Houston, Box 667, Silverwood Dairies Ltd., London.
Treasurer V. Antonucci, Richards-Wilcox Cdn. Co. Ltd., London.

Meetings—2nd Tuesday each month.

Niagara District Personnel Association

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Secretary J. B. Volz, Electro-Metallurgical Company, Welland.
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Guelph Personnel Association

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Vice-President Ralph Tucker, Bucyres-Erie.
Secretary Edward Coss, Imperial Tobacco Company.
Treasurer Allan Jones, International Malleable.

Meetings—Fourth Wednesday of each month at Cutten Golf Club.

Personnel Association of Windsor and District

President Art Ziraldo, Kelsey Wheel, London.
Corr. Secretary E. E. Gillis, Brunner Mond, Amherstburg.
Meetings—2nd Monday each month, Prince Edward Hotel, Windsor.

Grand Valley Personnel Association

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First Vice-President Robert Woodrow, B. F. Goodrich.
Second Vice-President Frank Kovrig, Hoffman Refrigerators.
Secretary Harold Seekins, J. M. Schnieder Limited.

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Montreal Personnel Association

President L. A. Duchastel, the Shawinigan Water and Power Company.
Vice-President Richard Johnson, Sun Life.
Secretary-Treasurer Norman McLean, Canadian National Railways.
Meetings—Second Monday of the month at the Ritz Carlton.

Women's Personnel Group of Montreal

Chairman Miss Jean Walker, Canadian International Paper Co.
Secretary Miss Heather Pratt, Canadian National Railways.
Meetings—Third Monday at Windsor Hotel.

St. Maurice Valley Personnel Association.

President G. H. Tremblay, Aluminum Co. of Canada Ltd., Shawinigan.
Secretary-Treasurer H. Bellefenille, Aluminum of Canada, Shawinigan
Meetings—Second Tuesday at Cascade Inn.

Maritime Personnel Association, Halifax

Vice-President R. Jack Conrod, Nova Scotia Liquor Commission.

Secretary—c/o Institute of Public Affairs, Dalhousie University.

Meetings—7.30 p.m. second Tuesday each month, Dalhousie University.

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